

United States Army Materiel Command

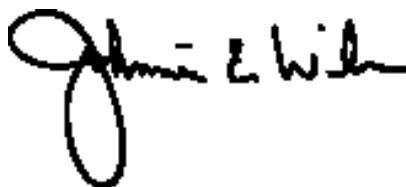
***Best
Practices***

MESSAGE FROM THE COMMANDER

For the U.S. Army Materiel Command (AMC), the 90's have been a period of dramatic change. While our Vision and principal missions have remained the same, our resources, structure, and processes are vastly different at the end of Fiscal Year 1997 than they were in 1989. There are 32% fewer depots, 44% fewer ammunition plants and major consolidations at 8 of our subordinate organizations. Our civilian work force has decreased by 45% and our military by 61% in only 7 years. The amount of direct dollars we receive in Operation and Maintenance is down 53%, Procurement - 92% and Research, Development, Test and Evaluation - 67% in those same 7 years.

Despite the turmoil of personnel changes and resource reductions, the people of AMC, both military and civilian, continue to work toward our vision to be "the leader in equipping and sustaining America's Army through superior technology and responsive support assuring worldwide power projection and decisive victory."

This command has a tradition of customer focus and continuous improvement of our business practices. Improved efficiency in the way we do business every day will help us to keep serving our Army with the finest products and services we can provide. In this pamphlet, we have summarized some of our most recent ideas on how to cut red tape and reduce cost. We offer these best practices to anyone that can improve their own processes and invite you all to share your ideas with us.

A handwritten signature in black ink, appearing to read "John E. Wicks". The signature is stylized with a large, looping initial "J" and a cursive "Wicks".

FOREWORD

In an 11 August 1997 memorandum, the Secretary of Defense stated, “I want everyone in the Department to support Quality Management initiatives, to practice these proven methods, and to encourage the shared use of Best Practices to achieve an even more efficient and effective organization.” This document contains some of the ideas, which the U.S. Army Materiel Command (AMC) has implemented during its Quality Journey and is published in support of the Secretary’s intent.

AMC is the Army’s principal materiel developer. Headquartered in Alexandria, Virginia, AMC accomplishes its mission through 10 major subordinate commands that direct the activities of numerous depots, arsenals, ammunition plants, laboratories, test activities, and procurement operations. AMC is in about 285 locations worldwide, covering over 42 states and more than a dozen foreign countries. Manning these organizations is a workforce of over 60,000 dedicated employees, both military and civilian, many with highly developed specialties in advanced weapons development and logistics.

AMC’s mission ranges from cutting edge research and development to the maintenance and distribution of spare parts. This mission is best summarized by AMC’s three core competencies: Acquisition Excellence, Logistics Power Projection, and Technology Generation and Application. The driving force is always service to our soldiers. From helmets to helicopters, AMC supports every soldier in every unit every day.

This document is organized according to the seven criteria of the President’s Quality Award Program. Ideas have been collected from a wide variety of our subordinate organizations. Along with a description of each idea, there is the name of a person who can provide additional details if required, and information on how to contact that person. Mail addresses for each of our subordinate organizations are also provided.

Updates will be made periodically & posted on our worldwide web site [www.amc.army.mil].

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PRESIDENT'S QUALITY AWARD (PQA) CRITERIA

What It's All About

The PQA criteria is a superior management model to use in managing our resources. The underlying principles of the criteria are practiced by the highest performing organizations throughout the federal sector in the President's Quality Award Program to guide customer-focused performance.

The PQA criteria is closely aligned with the Malcolm Baldrige Award Criteria practiced by the highest performing organizations in the world.

Overview:

The criteria address all aspects of management in an integrated and balanced way. This includes improvement of: customer and mission related performance, productivity and efficiency in the use of all resources, speed and flexibility, and service and product quality. The criteria address key business processes and results and are designed for diagnosis and feedback. All criteria directly relate to improving organization performance. The criteria do not mandate specific practices or organizational structures because there are many possible approaches. The best choices depend upon many factors, including each organization's type, size, strategy, and stage of development.

Framework:

The core values and concepts are embodied in seven categories, as follows: **1.0 Leadership** (1.1 Leadership System; 1.2 Organization Responsibility and Citizenship), **2.0 Strategic Planning** (2.1 Strategy Development Process; 2.2 Organization Strategy), **3.0 Customer Focus** (3.1 Customer and Market Knowledge; 3.2 Customer Satisfaction and Relationship Enhancement), **4.0 Information and Analysis** (4.1 Selection and Use of Information and Data; 4.2 Selection and Use of Comparative Information and Data; 4.3 Analysis and Review of Organization Performance), **5.0 Human Resource Development and Management** (5.1 Work Systems; 5.2 Employee Education, Training and Development; 5.3 Employee well-being and Satisfaction), **6.0 Process Management** (6.1 Management of Product and Service Processes; 6.2 Management of Support Processes; 6.3 Management of Supplier and Partnering Process), **7.0 Business Results** (7.1 Customer Satisfaction Results; 7.2 Overall Financial and Performance Results; 7.3 Human Resource Results; 7.4 Supplier and Partner Results; 7.5 Organization-Specific Results). The Framework has three basic elements:

Driver:

Senior Executive Leadership sets direction, clarifies and reinforces values and goals, and guides the pursuit of customer expectations and organizational performance.

System:

The system comprises a set of well-defined and designed processes for meeting the organization's customer and performance requirements.

Goal:

The basic aim for leadership and the purposes of the system are two-fold:

- ***Customer Satisfaction***

Delivery of ever-improving value to customers and high levels of customer satisfaction.

- ***Mission Accomplishment***

Reflected in a wide variety of results, including human resource development productivity and mission accomplishment.

**POINTS OF CONTACT
ADDRESSES**

Commander, Headquarters U.S. Army Materiel Command (HQ AMC)
5001 Eisenhower Avenue
Alexandria, VA 22333-0001

Commander, U.S. Army Aviation and Missile Command (**AMCOM**)
Redstone Arsenal, AL 35898-5000

Commander, U.S. Army Research Laboratory (**ARL**)
2800 Powder Mill Road Adelphi, MD 20783-1145

Commander, U.S. Army Chemical and Biological Defense Command (**CBDCOM**)
Aberdeen Proving Ground, MD 21010-5423

Commander, U.S. Army Communications-Electronics Command (**CECOM**)
Fort Monmouth, NJ 07703-5000

Commander, Tobyhanna Army Depot (**CECOM/TYAD**)
Tobyhanna, PA 18466-5000

Commander, U.S. Army Industrial Operations Command (**IOC**)
Rock Island, IL 61299-6000

Commander, Letterkenny Army Depot (**IOC/LEAD**)
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Commander, Rock Island Arsenal (**IOC/RIA**)
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Commander, U.S. Army Soldier Systems Command (**SSCOM**)
Natick, MA 01760-5000

Commander, U.S. Army Simulation, Training and Instrumentation Command (**STRICOM**)
12350 Research Parkway Orlando, FL 32826-3276

Commander, U.S. Army Tank-Automotive and Armaments Command (**TACOM**)
Warren, MI 48397-5000

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Warren, MI 48397-5000

Director, U.S. Army Armament and Chemical Acquisition & Logistics Activity (**TACOM/ACALA**)
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Commander, U.S. Army Test and Evaluation Command (**TECOM**)
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Commander, White Sands Missile Range (**TECOM/WSMR**)
White Sands Missile Range, NM 88002-5000

Commander, U.S. Army Security Assistance Command (**USASAC**)
5001 Eisenhower Avenue
Alexandria, VA 22333-0001

Category 1

LEADERSHIP

This category examines senior leaderships' personal leadership and involvement in creating and sustaining values, organization directions, performance expectations, customer focus, and a leadership system that promotes performance excellence. Also examined is how the values and expectations are integrated into the organization's leadership system, including how the organization continuously learns and improves, and addresses its societal responsibilities & community involvement.

ARL

Business Planning Process

As the only pilot project representing the R&D function under the Government Performance and Results Act (GPRA) ARL was required to provide a methodology for strategic and performance planning. ARL developed a four volume business plan which was coupled to the DoD budget process by virtue of a series of quarterly management meetings at which each volume was dealt with by the lab's leadership at the appropriate point in the fiscal year to allow the documents to input into the Program, Planning, Budgeted & Execution System (PPBES). Volume I is a Strategic Plan that lays out major vectors with goals for the organization up to ten years in the future. Volume II is the Long Range Plan which resources Volume I by a detailed analysis of fiscal, personnel, and facilities assets through the Program Objective Memorandum (POM) period. Volume III is the Annual Performance Plan, which translates Volume II into the year of execution for individual tasks with measurable goals and allocations of resources. Volume IV is the Annual Performance Report which summarizes the results of the year just ended including a one for one evaluation of the progress made on the individual goals and the corporate metrics that were set in Volume III. POC: *Dr. Edward A. Brown*, AMSRL-SP, DSN 290-3301, eabrown@arl.mil

IOC/HQ

Leadership Development Strategy

The IOC recognized that the key to making improvements happen depended upon the leadership and their effectiveness as leaders, coaches, facilitators, and strategic planners. In order to develop the leadership skills and abilities within the command, a top-down leadership assessment questionnaire was developed, being first used with the Commanding General. The Leadership Assessment Questionnaire has been highly successful because of the culture that has been developed throughout the IOC and its commands. POC: *Ms. Judy Gunderson*, AMSIO-AEQ, DSN 793-7775, jgunderson@ria-emh1.army.mil

IOC/LEAD

Organizational Meetings

LEAD's Directorate of Ammunition Operations conducts biweekly organizational staff meetings for the four major mission areas. The meeting agenda includes the status of existing programs, new programs, production, facilities, equipment, manpower, and overtime requirements. Action items are assigned, and any discrepancies are identified and reconciled. These meetings assure proper coordination throughout the Directorate of Ammunition Operations. POC: *Mr. Rick Ramsey*, DSN 570-9735, lkycetaq@letterkenn-emh1.army.mil

IO/RIA

Legal Mechanisms:

How To Do Business With Industry

RIA has been a leader in developing effective ways to work with industry and the commercial sector that meet existing laws and requirements. Non-traditional alternatives to counter the declining demand for military products include foreign military sales, partnering with industry, subcontracting for defense contractors, leasing facilities to industry, and selling manufactured goods and services outside DoD. POC: *Ms. Sherry Weller*, DSN 793-7127, sweller@ria-emh2.army.mil

IOC/RIA

Show-Me-the-Ropes Mentoring Program

A Mentoring Steering Committee pairs senior employees with junior employees, giving them the benefit of the Senior employees' experience and knowledge. Mentees are guided in setting goals, expanding career knowledge, and building a network of contacts. It is an opportunity for women and minorities to improve job skills, work toward higher level job potential, support the upward mobility of participants, and improve morale. POC: *Ms. Sherry Weller*, DSN 793-7127, sweller@ria-emh2.army.mil

SSCOM

Commander's Recognition Award for Outstanding Supplier

SSCOM recognizes that quality service to customers depends on quality suppliers. Not only have we entered into key partnerships with quality organizations like Motorola and Hughes, but also we understand the importance of recognizing other partners who play critical roles in accomplishing SSCOM goals. To this end, we held two annual SSCOM Commander's Recognition Award Programs to recognize SSCOM's outstanding suppliers; to celebrate SSCOM's partnership with industry; and to encourage suppliers to help SSCOM achieve its business goals. POC: *Mr. Philip Haddad*, AMSSC-SB, DSN 256-4995, phaddad@natick-emh2.army.mil

SSCOM

Community Outreach Programs

SSCOM is committed to continuing its close partnership with the nine local area communities in the "MetroWest" Chamber of Commerce. We are also a member of the Economic Development Task Force, which is comprised of the major employers in the area. SSCOM is an area leader in dedicating both time and resources to the surrounding communities. Our executive team has forged the path, and the work force continues to follow selflessly, giving of their time and money to help our area communities grow and prosper. The following are some of the significant contributions that have been made by SSCOM in pursuit of that goal: SSCOM has 18 leveraged partnerships, which promote commercialization and save millions of dollars; SSCOM is involved in a test evaluation program for an electricity generating, non-polluting fuel cell; We provide manpower and vehicles to pickup and deliver food to area food pantries on a routine basis. POC: *Mr. Thomas Rhodes*, AMSSC-CS, DSN 256-5902, trhodes@natick-emh2.army.mil

SSCOM

Labor-Management Partnership

SSCOM is evolving an organizational approach that emphasizes teamwork and a less hierarchical structure. In addition to refining our organizational approaches, SSCOM has redefined the traditional adversarial relationship with the union to build a joint, participative approach to making SSCOM a more efficient and better organization. A Labor-Management Partnership agreement was signed in July of 1995 by the President of the National Association of Government Employees local and the Commanding General to further this approach.

The goals of this partnership are to jointly identify and craft solutions to problems and concerns that arise in the workplace. There is a mutual sharing of interest through scheduled monthly meetings with the Director of Personnel and quarterly meetings of a Labor Management Partnership Council. The Union President attends the Commander's weekly Command and Staff meeting as a member of the Command Group Team (CGT).

POC: *Mr. Edward Falkowski*, AMSSC-S-DP, DSN 256-5555, efalkows@natick-emh2.army.mil

SSCOM

Leadership System

Our senior leadership organized into two executive teams: The Command Group Team (CGT) and the Command and Staff Team (CAST). The CGT, comprised of the Commander, the Union President, and the leaders of each of SSCOM's line organizations, sets the overall direction for the Command. The CAST (comprised of the CGT, and eleven other senior executives) assists in setting command direction as well as program execution, evaluation, and continuous improvement. As part of the strategic planning process, the CAST worked to develop our Command's Vision, Mission, Values and Strategic Initiatives (goals and objectives) by consulting the workforce, and key customers and stakeholders for their input. The CAST meets weekly to discuss SSCOM's process improvement efforts. Also, semi-annual performance reviews allow the CAST to track our progress toward our goals.

POC: *Mr. Thomas Rhodes*, AMSSC-CS, DSN 256-5902, trhodes@natick-emh2.army.mil

SSCOM

Straight Talk

Communication is a continuous theme throughout the planning and execution of SSCOM programs. One particularly successful effort to improve communication with the work force has been the development of Straight Talk, an anonymous e-mail line direct to the Commander. It provides an opportunity to quickly identify and resolve issues and problems. POC: *Mr. Thomas Rhodes*, AMSSC-CS, DSN 256-5902, trhodes@natick-emh2.army.mil

SSCOM

Thought You Might Like to Know

For approximately one year the Director of the RDEC has used this forum to communicate via E-mail with the workforce. One to two page messages are sent out weekly on a variety of topics that the RDEC Executive Steering Committee feels will enlighten the workforce on timely issues and events (e.g., Vision 21, AAN, VERA/VSIP, TARA, PDP). POC: *Dr. Kenneth Parham*, SSCNC-T, DSN 256-4006, kparham@natick-emh2.army.mil

SSCOM

Town Meetings

SSCOM uses town meetings to convey information to the workforce. It has proven to be an excellent vehicle to pass on information and to allow the general workforce to talk to the senior leadership. Our meetings are held as needed, but we have a least two annually. The meetings focus on a limited number of topics that are topical, timely and of interest to the general workforce. At the conclusion of the initial presentations, the floor is opened to questions from the workforce. Normally, we solicit questions prior to the town meeting, so that we can ensure we have the answer, but there is not restriction and the workforce can ask any question they chose. To this point, we have not experienced any down side risks nor have we experienced any barriers. POC: *Mr. Thomas Rhodes*, AMSSC- CS, DSN 256-5902, trhodes@natick-emh2.army.mil

Category 2

STRATEGIC PLANNING

2

This category examines how the organization sets strategic directions, and how it determines key action plans. Also examined is how the plans are translated into an effective performance management system.

IOC/RIA

Recycling/Demilling Ton Containers & Process Equipment

Obtaining a new EPA air emission permit, construction permits, and modifying heat treat furnaces, enabled RIA to use its foundry and heat treat shop to recycle and/or demilitarizing equipment that may have held one or more types of chemical agents. RIA can recycle/demil 2,400 tons per year on a single shift basis and can triple capacity without major equipment upgrades. RIA has found potential buyers for the high grade steel ingots produced from the recycled containers. POC: *Ms. Sherry Weller*, DSN 793-7127, sweller@ria-emh2.army.mil

IOC/RIA

Winning Strategies

RIA used its strategic planning process to identify strategies and transfer them to actions to win the North Central Region CPOC, servicing federal personnel in nine states. By responding to this threat, implementation of strategies resulted in RIA's designation as the CPOC site, avoiding job loss and increasing the total number of jobs at RIA.

POC: *Ms. Sherry Weller*, DSN 793-7127, sweller@ria-emh2.army.mil

SSCOM

Strategic Planning Process

During FY97 SSCOM reexamined and revised the Strategic Planning Process. This was vital to establish the command's long-term direction including mission, vision, goals and strategies. During four (4) offsite meetings the Strategic Goals were revised and Strategies to reach each goal were developed. SSCOM senior management restructured its strategic plan to align Key Performance Areas (KPA's) of Warrior Systems Integration, Warrior Systems Research, Development & Acquisition, Warrior Logistics, Workforce & Resource Development and Customer Focus with the AMC Core Competencies of Acquisition Excellence, Logistics Power Projection and Technology Generation & Applications. The most significant barrier to success is having management and employees take valuable time from their everyday responsibilities to address strategic planning. If done right, strategic planning can shape a desired future and benefit all employees.

POC: *Dr. Lawrence Symington*, AMSSC-OP, DSN 256-4243, lsymingt@natick-emh2.army.mil

Category 3

CUSTOMER FOCUS

This category examines how the organization determines requirements and expectations of customers and markets. Also examined is how the organization enhances relationships with customers and determines their satisfaction.

CECOM

Direct Vendor Delivery (DVD)/Just-In-Time Inventory (JIT)/Electronic Data Interchange (EDI) Programs

Direct Vendor Delivery requires contractors to ship directly to customers based on delivery orders received. When coupled with the Just-In-Time Inventory technique, contractors tailor their production lines to meet our requirements based on historical demand patterns. CECOM has been involved in this program since 1990 with a Government entity, UNICOR, and is in the process of expanding the program's application to industry through the Electronic Data Interchange (EDI). The advantages of this initiative are reduced transportation, storage and handling costs; as well as eliminating inventory levels.

As mentioned above, CECOM is currently expanding the program through the EDI. We began a six-month prototype test of this concept on 28 January 1997. We selected a Night Vision Wire Housing Assembly as the prototype test item. Of the three contractors currently manufacturing this item for CECOM, ITT was selected as the prototype contractor. This prototype was successfully completed in July of 1997. Results of the test indicate that the contractor was able to beat depot shipping times for all priority groups. This not only improves field readiness capability but would also allow for reduced retail stockage.

The current scope of this effort at CECOM encompasses nine items to include tool kits and cables that we have on contract with UNICOR. In addition, there is a current acquisition for 13 next generation primary batteries, seven of that include DVD/JIT to be facilitated through the EDI as an evaluated option, which will begin in early calendar year 1998. One of our most highly demanded items, the H-250 HandSet, will also include the DVD/JIT/EDI concept as an evaluated option on its next acquisition. CECOM continues to aggressively identify and examine candidate items for this program and will induct only those items with a favorable cost benefit analysis and that make good business sense to do so. POC: Mr. Richard A. Zaccarine, AMSEL-LC-LEO-S-SL, DSN 992-4475, zaccarin@doim6.monmouth.army.mil

CECOM

Security Assistance Management Directorate (SAMD) Equipment Questionnaires for the Foreign Military Sales (FMS) Customer Requirements

SAMD has developed questionnaires for specific CECOM-managed equipment that are requested by FMS customers. This equipment includes telephones, radios, radio systems, radio relay/cable systems, radar systems and computer units. The questionnaires are designed to ask pertinent and precise information from the customer who will enable the SAMD to definitize and deliver the exact requirement to the FMS customer based on his specifications. The questionnaire asks specific questions relating to the type of radio, quantities, power requirements, level of support, desired frequency range, color, climate environment, etc. The questionnaire will significantly reduce the amount of time and manpower expended in defining the requirement; thereby eliminating any possible inaccuracies or misunderstandings relative to the requested equipment. This action will not only enhance the way SAMD does business, but will also improve customer service and customer satisfaction, and ensure overall good customer relations during the FMS process. POC: Ms. Mary Jo Maruka, AMSEL-LC-SA-BMP-BM, DSN 992-8650, maruka@doim6.monmouth.army.mil

IOC/RIA

Base Operations Relationship Management

RIA uses a tenant review support system, customer participation in servicing Information Technology products, surveys of Community and Family Activities and Public Works customers, and customer feedback to Installation and Services to ensure customers get desired services in its base operations mission. This has reduced facilities maintenance costs 28.6%, the internal operating budget by 30.2%, and depreciation expenses by \$2.2 million while gaining 61 new customers. POC: Ms. Sherry Weller, DSN 793-7127, sweller@ria-emh2.army.mil

IOC/RIA

Customized Tool Kits

Customers are able to select non-standard tooling by tooling manufacturer for customized tool kits. Tools are etched with the tool owner's name for easy identification. Foam inserts are used to help customers quickly identify when tools are missing. CAD/CAM is used in designing tool lay-out, a water jet is used for foam cutting, and a laser etcher is used for tool etching. POC: *Ms. Sherry Weller*, DSN 793-7127, sweller@ria-emh2.army.mil

IOC/RIA

Fielding Activities

For new fielded items such as tool kits and shelters, RIA's Logistics team representative accompanies the item for the hand-off to the soldier. Fielding activities extend to include feedback, review of the item during hand-off, and immediate resolution of issues. RIA has improved the quality of tools, lowered production costs of new tool kits, and fit products to the tasks of the soldier better.

POC: *Ms. Sherry Weller*, DSN 793-7127, sweller@ria-emh2.army.mil

IOC/RIA

Help Desk

RIA's Information Technology help desk and phone number provides assistance on computer hardware and software and other information management support. Present call volume is 50,000+ annually, servicing 8500 Local Area Network (LAN) accounts and 6000 E-mail accounts for RIA and tenants, and 3000 remote off post accounts. Seventy percent of calls are resolved on initial customer contact.

POC: *Ms. Sherry Weller*, DSN 793-7127, sweller@ria-emh2.army.mil

IOC/RIA

Iowa Communications Network (ICN)

The ICN is a fiber optic based digital communication network capable of data transmission speeds of 54 Megabit/second. The ICN is a collaboration and information sharing between users from State and local governments, federal agencies, schools and universities, libraries, and hospitals. RIA provides technical consulting and engineering service expertise to members, and manages the ICN expansion.

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SSCOM

Customer Focus Workshop

The most recent Customer Focus Workshop was hosted by SSCOM's Research Development Center (NRDEC) on Jan 31-Feb 1, 1996. The workshop was attended by more than 150 customers and SSCOM representatives, including more than 50 representatives from the Air Force, Marines, Army, Training and Doctrine Command (Quartermaster School / Infantry School), Army Materiel Command, Defense Logistics Agency, HQ Department of the Army, Deputy Chief of Staff for Operations, Deputy Chief of Staff for Logistics, and Secretary of the Army for Research, Development and Acquisition.

The Workshop represents a continual effort to improve opportunities for customer feedback in the development of new products. The two-day event provides customers and potential customers the opportunity to meet with SSCOM personnel to analyze and review plans for the FY97-01 Research and Development (R&D) programs. Results of the discussions are grouped into three categories: projects that meet stated user needs, projects that need requirement adjustments based on customer input, and ideas that may represent new opportunities. POC: *LTC Philip Carey*, SSCNC-T, DSN 256-4214, pcarey@natick-emh2.army.mil

SSCOM

Integrated Unit Simulation System (IUSS)

The IUSS in conjunction with the Defense Simulation Internet Facility at SSCOM provide product developers with a robust, analytic capability to facilitate. POC: *Mr. David Cheney*, SSCNC-AS, DSN 25604307, dcheney@natick-emh2.army.mil

SSCOM

Operational Forces Interface Group (OFIG) Customer Surveys/Evaluations

Attention to the customer has always been one of SSCOM's main priorities. With the myriad of products that SSCOM provides to the Army, it is essential that the Army community be kept aware of new items. It is also vital that SSCOM's project officers be kept aware of the customers' needs and the performance of their items. Ensuring that these things happen is the responsibility of SSCOM's Operational Forces Interface Group (OFIG), which serves as our primary link to obtain customer feedback from the ultimate users – individual warfighters in the field and at military locations worldwide. The OFIG conducts 8 to 12 site visits a year, whereby they survey 300 to 400 soldiers that are returning from major field exercises. The survey is a necessary means of collecting data to determine the adequacy of the food, clothing, and equipment used in the field. The OFIG also visits the returning unit's central issue facility in order to collect data on any potentially defective equipment or clothing. POC: *Mr. David Cheney*, Chief, Operational Forces Interface Group, SSCNC-AS, DSN 256-4307, dcheney@natick-emh2.army.mil

SSCOM

Scientists and Engineers Field Experience with Soldiers (SEFEWS)

SSCOM brings its employees into contact with its customers through a number of formal "greening" programs. One such program is the SEFEWS program, which allows Natick engineers, scientists, and technicians to gain foxhole-level experience by participating, living, eating, and working alongside soldiers in active Army training exercises. Approximately 20 civilian employees have participated in summer and winter exercises within the last 20 months. They have typically spent two weeks as entry-level soldiers performing soldier tasks and living side-by-side with our ultimate customers to experience our products in the environment that they will be used. In effect, the program has allowed them to gain hands-on product experience, customer feedback, and insight into unstated requirements, which are fed, into the requirement generation process POC: *Mr. David Cheney*, Chief, Operational Forces Interface Group, SSCNC-AS, DSN 256-4307, dcheney@natick-emh2.army.mil

Category 4

INFORMATION AND ANALYSIS

This category examines the management and effectiveness of the use of data and information to support key organization processes and the organization's performance management system.

ARL

Performance Evaluation Construct

As the only pilot project representing the Research and Development (R&D) function under the Government Performance and Results Act (GPRA) ARL was required to provide a methodology for evaluating the performance of the R&D function and organization. This has been a decades-old challenge. ARL has developed a novel approach in which several areas requiring specific evaluation are addressed. In regard to the quality of the research, peer review is used; in the ARL case the National Research Council has established a Technical Assessment Board. To address the relevance and productivity of the lab and its programs a survey instrument has been developed to gather feedback from those customers to whom we deliver a specific product. A Stakeholders' Advisory Board consisting of ten members of the Army's senior leadership and chaired by our Commanding General has been established to give us strategic level feedback on our performance. Finally, metrics is used to ascertain the functional health of the organization and to determine whether an environment in which quality work can be performed has been established. All these aspects of the Construct have been directly linked to the performance appraisals of our SES-level leadership. This Construct has been briefed throughout the government and proposed to Office of Management and Budget (OMB) to be the GPRA standard. It has been widely benchmarked in industry.

POC: *Dr. Edward A. Brown*, AMSRL-SP, DSN 290-3301, eabrown@arl.mil

CECOM

Best Value

A process used in competitive negotiated contracting to select the most advantageous offer by evaluating and comparing factors in addition to cost and price.

Best Value approach gives us the flexibility to consider innovative or individualized solutions to meet performance specifications and allows the source selection authority to exercise business judgment through a cost/technical tradeoff process.

In general, the best value evaluation process includes three steps. First, each proposal is evaluated on the basis of technical or other non-cost factors specified in the solicitation against pre-established evaluation criteria, and each proposal's evaluated cost. Second, any required discussions are conducted with the offerors, the proposals are compared against each other and, if necessary, a cost/technical tradeoff is performed. Third, the contract is awarded to the offeror providing the most advantageous alternative to the Government consistent with the solicitation evaluation criteria. This means that the lowest cost offer may not be the most advantageous to the Government.

The goal of Team C4IEWSIM is to have all competitively negotiated acquisitions awarded using Best Value methods. Best Value contracting assists in acquiring a quality product, lower overall costs, proper identification and evaluation of risk, and the ability to maintain a qualified industrial base.

Team C4IEWSIM has trained its personnel and industry on Best Value via internal roadshows, Advanced Planning Briefings for Industry (APBI) and with the Commanding General/Chief Executive Officer (CG/CEO) Best Value Conference.

POC: *Mr. Richard Clifford*, AMSEL-AC-TQM, DSN 992-2542, clifford@doim6.monmouth.army.mil

CECOM

Cycle Time

Cycle time is defined as the number of days from the Contracting Officer's receipt of an Acquisition Requirements Package (ARP) to award of a contract. At CECOM, cycle time is counted in real time. No "hold codes" are used to obscure the real number of days between ARP receipt and contract award.

The CECOM Acquisition Center has implemented a number of initiatives to further reduce cycle time. Essential to these various initiatives, the Acquisition Center focuses on the critical path and replaced sequential, "stove-pipe" actions with parallel action.

The entire acquisition process has been streamlined through reduced management oversight, the empowerment of Contracting Officers and perhaps most essentially, the implementation of Integrated Concept Teams (ICTs) and Integrated Product Teams (IPTs).

The CECOM Acquisition Center has established aggressive stretch goals for the further reduction of cycle time. By FY01, it is intended to reduce cycle time for Sealed Bids to 70 days, for Competitively Negotiated and Sole Source acquisitions to 120 days. POC: *Mr. Richard Clifford*, AMSEL-AC-TQM, DSN 992-2542, clifford@doim6.monmouth.army.mil

CECOM

Forward Basing of Spares

FORCE XXI has established Forward Supply Activities (FSA) in Korea and Germany to support PM Joint STARS fielded Medium Ground Station Modules (MGSM). The Forward Repair Activity (FRA) provides forward stock, store and issue and centralized Inventory Control Point (ICP) management of selected critical, very expensive, low density spares utilizing Command Commodity Standardized Systems (CCSS) and Standard Depot System (SDS). During deployment forward spare assets will be located in the area of operation. A one time cost savings of thirty million dollars was realized due to ASL reduction, against a total implementation cost of about two hundred thousand dollars. JSTARS, ESSC customers and deployed personnel all have benefited from this program. Implementation cost can be viewed as barrier to success as well overstocking of supply system parts at ESSC locations. POC: *Mr. John Sieni*, AMSEL-LC-RE-XXI, DSN 992-5635, sieni@doim6.monmouth.army.mil

CECOM

Oral Presentations

The first use of Oral Presentations began at CECOM in August 1995. Their use represents a CECOM-unique initiative authored by Mr. Edward G. Elgart Director, CECOM Acquisition Center.

Oral Presentations may either be in lieu of a written technical proposal or in addition to a written technical proposal. The concept is tailored for each solicitation.

While the concept of Oral Presentations is constantly evolving, CECOM currently employs three difference approaches to their use. The first approach is called the "Open Book" approach. Using this approach an offeror is provided sample tasks thirty days in advance of the date of their oral presentation. This approach is used on the Command, Control, Communications Technology Engineering and Integration Support (High Technology) acquisition. No questions are permitted and contract award is made without discussion.

The second approach is called the "Closed Book" approach. Using this approach an offeror is provided sample tasks only within hours of their oral presentation. This approach is used in the Omnibus New Equipment Training II acquisition. The offerors is advised only that two of the tasks would be technical and one of the tasks would be managerial. Offerors are provided the sample tasks at 0800 for presentation at 1300 hours. Their presentations are not to exceed one and one-half hours in duration. Each presentation is evaluated by a different evaluation team.

The third approach is called the "Hybrid" approach. Using this approach, some tasks are presented using the Open Book approach and others presented using the Closed Book approach. This approach is used in the recent acquisition for Program Executive Office - Intelligence, Electronic Warfare (PEO-IEW) support services.

CECOM's most recent innovation is the "Video" approach. Using this approach, offerors are provided three sample tasks several days prior to the date of their oral presentation. They are then required to videotape their presentations and provide the video to the government evaluators. This latest innovative approach was used in the recent Automatic Data Processing (ADP) Services acquisition. This program is estimated at \$80 million.

Oral Presentations provide a number of benefits both to the Government and Industry. They improve the overall quality of proposals since contractors must focus on presenting a task rather than parroting "boilerplate" terminology. The Government has a clearer understanding of the offeror's proposal and is able to more adequately evaluate it. In addition, the Government saves time and administrative costs associated with the more lengthy evaluation of a written proposal.

CECOM views the use of Oral Presentations as an important tool in further reducing cycle time since it has been demonstrated that evaluation time is reduced by as much as fifty percent (50%).

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CECOM

Ordering Officers

In an attempt to further streamline the acquisition process, CECOM has instituted an Ordering Officer Program, which empowers the Inventory Manager to directly place delivery orders against high volume pre-priced contracts. This process establishes the Inventory Manager as the focal point to receive and validate the requirement, secure funding and effect delivery.

To date CECOM has appointed 37 Ordering Officers to 28 contracts. CECOM has established a full week of intensive formal training for ordering officer trainees and one week of hands-on training with the contracting officer responsible for the contract they will be certified to. Continuous training sessions are offered and refresher training is provided as required. An Ordering Officer Handbook was also developed by CECOM and is distributed to all certified officers.

Based on the level of Major Subordinate Command (MSC) interest in this program, we conducted an Ordering Officer Seminar here at CECOM on 29 May 1996. Along with MSC participation we also had the Defense Industrial Supply Center in attendance who also expressed interest in this program.

The benefits of the Ordering Officer Program are reduced administrative lead-time, reduced inventory stock levels and the ability of the Acquisition Center to exercise resource flexibility to reduce procurement cycle time.

As indefinite delivery/indefinite quantity pre-priced contracts are awarded, the appointments will continue to increase along with the benefits derived from this program. POC: *Mr. Gary Webber*, AMSEL-LC-LEO-S-SL, DSN 992-5844, webber@doim6.monmouth.army.mil

CECOM

Workwise

The Directorate for Readiness has implemented an Information Management System called Workwise Employee File. This data base system is the first of its kind in a government environment. It is designed and developed to assist supervisors in providing better and more consistent information while reducing paperwork. This is a much simpler method of record keeping, encourages more accuracy and stronger decisions. It maintains an encrypted database in order to automatically complete administrative forms such as training, and travel forms. For example, a supervisor can review an employee's level of training completed or scheduled, review the individual's training and travel schedule over the course of the budget year, determine the obligated funds, and then initiate and prepare the required forms within the system. Once prepared, the form is retained within the system for future reference.....just like an employees folder within file cabinet system. This single database concept eliminates the need for multiple systems. POC: *Mr. Larry C. Cropp*, AMSEL-LC-RE-LA, DSN 992-2776, cropp@doim6.monmouth.army.mil

CECOM/TYAD

High Tech Regional Training Site/ Maintenance (HTRTS/M)

CECOM Logistics Assistance Representative (LAR) training facility is located at the HTRTS/M, Bldg. 58, Tobyhanna Army Depot (TYAD), PA. Training has been ongoing since Sept. 1994. A wide variety of classes are taught on an as needed basis. Subjects include: SINCGARS, AN/TRC-170 TROPO, Night Vision Goggles, Single Channel Tactical Satellite, Avionics, Navigation, Aviation Survivability Equipment, Identification Friend or Foe systems, High Frequency Radio, Global Positioning System, Firefinder and AN/FCC-100. These classes range in length from one to three weeks. The Mobile Subscriber Equipment (MSE) course is four weeks long and has been taught continuously since March 95.

The total of all classes exceeds 300 students. Most have been CECOM LARs, however, TYAD depot personnel and Active and reserve soldiers have been students.

Equipment is either on loan to the CECOM Facility, owned by the HTRTS/M or is brought in for the individual class by the instructor. Currently on loan is a two-node suite of MSE, ground and aviation NV goggles and test sets. The SINCGARS, TROPO, and other items are owned by the HTRTS/M however it was through the efforts of the CECOM office at TYAD that these items were made available.

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IOC/HQ

Ammunition Surveillance Information System (ASIS)

The IOC developed a new computer-based Ammunition Surveillance Information system (ASIS) that uses commercial laptop computers, commercial software, and compact disc (cd) media for accessing technical data. The ASIS had been paper based using files, microfiche, engineering drawings, and technical manuals. This process forced field ammunition inspectors to make judgements from memory, or return to their office to perform research which increased costs while degrading the ammunition stock pile. The laptop computer enables ammunition inspectors to review and research all data associated with the DoD inventory at the inspection site.

The new ASIS provides the inspector immediate on site input capability during the inspection process. It

provides the field inspector all data to properly identify, classify, package, mark, ship and store DoD ammunition. All technical manuals, ammunition information notices, restrictions, bulletins, engineering drawings, and regulations are available on the laptop PC that is carried with the inspector. Currently, 170 laptops are fielded at Army sites, and another 21 laptops are being purchased. The economic analysis (EA) on the ASIS showed benefits in reduced research time; single data entry; complete research library; more accurate condition coding; and efficient and effective inspections. The EA also showed a \$1.4 million savings primarily in labor costs. Substantial intangible benefits are realized through increased transportation safety, and improved use of DoD ammunition.

POC: Ms. Kim Leight, AMSIO-AML, DSN 793-5093, kleight@ria-emh2.army.mil

IOC/HQ

Pollution Prevention Centers for Technical Exchange P2-CTX

The IOC Environmental Compliance and Pollution Prevention Division, coordinates and oversees the activities of teams of experts, referred to as Pollution Prevention Centers for Technical Exchange (18). In various process areas that represent the users of pollution prevention technology throughout IOC. The P2-CTX initiated equipment purchases and actions have produced substantial cost avoidance. New caustic solution filtration units saved \$85,000; acquisition of aqueous parts washers saved \$750,000; industrial waste water treatment plant sludge dehydrators saved \$350,000 and there are more cost avoidance. POC: Ms. Kim Leight, AMSIO-AML, DSN 793-5093, kleight@ria-emh2.army.mil

IOC/RIA

Automated Vacancy Announcements

RIA has begun posting job vacancy announcements on its electronic-mail bulletin board system, universally available to RIA employees. This gives access to available job information to every employee at the same time, with none of the inevitable delays experienced in the routing paper announcements. POC: Ms. Sherry Weller, DSN 793-7127, e-mail: sweller@ria-emh2.army.mil

Category 5

HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT

This category examines how the work force is enabled to develop and utilize its full potential, aligned with the organization's objectives. Also examined are the organization's efforts to build and maintain an environment conducive to performance excellence, full participation, and personal and organizational growth.

AMCOM

Simulation/Test Acceptance Facility (STAF)

STAF is a joint effort between Redstone Technical Test Center (RTTC) and the U.S. Army Missile Command System Simulation Directorate to develop a hardware-in-the-loop simulator for testing millimeter wave radar guided missiles. It provides a capability for non-destructive testing of “live” missiles with multiple computer-based test scenarios under simulated environmental conditions. The STAF allows functional checkout of hardware and software interoperability of production munitions rounds randomly selected from a fly-to-buy-lot. The real-time non-destructive simulation permits final placement of these tested rounds in the Army inventory. Tangible Benefits: Cost avoidance of \$7.8M annually Intangible Benefits: Protects the environment Down Side Risk: No significant down side risk POC: *Ms. Phyllene Washington*, SFAE-MLS-HD-T-A, DSN 746-5665, pwashing@redstone.army.mil

CECOM

Red Team Approach to Lead Time Reduction

CECOM created a RED TEAM for Lead Time Reduction to Centralize the focus on the entire spare acquisition process. The RED TEAM is made up of multi-disciplined individuals representing all segments of the acquisition process. They are co-located on a full time basis to form a cohesive team. This team has been formally chartered to:

- a. Streamline the acquisition process to minimize Administrative Lead Time (ALT) and Production Lead Time (PLT).
- b. Actively pursue and institute strategies to reduce existing and future lead times.
- c. Insure data base accuracy.
- d. Insure metrics accurately capture lead-time activity and are visible throughout the entire process.

The RED TEAM has been successful in exceeding the goals set for cycle time reduction thus far. Their success is predicated on the fact that they know no boundaries, question regulation and are given free rein to make change where it makes good business sense to do so. Cross-fertilization of ideas is not limited within the Command itself. Benchmarking, evaluation of other agency processes and business

practices is strongly encouraged and has proven to be a good source for expanding our initiatives. Teaming plays a major role in the RED Team’s functionality. By the mere nature of our co-location, brainstorming sessions and the exchange of technical expertise is accelerated. All innovative ideas follow a Total Army Quality model for evaluation before submission to management for approval and implementation. The RED TEAM has been extremely successful in its achievements to date and we have every confidence that they will continue to make great strides in the future. POC: *Mr. Gary Webber*, AMSEL-LC-LEO-S-SL, DSN 992-5844, webber@doim6.monmouth.army.mil

IOC

Alternate Disputes Resolution (ADR)

The IOC has developed an effective methodology for resolving disagreements with prime contractors before they become adversarial issues and formal contract disputes. In 1995, the IOC developed a process ADR for the 120mm Mortar program and the HYDRA 70 Rocket program, which had multiple dispute actions and continuing unresolved claims. Claims for one program exceeded \$30 million. On-time delivery schedules are maintained, working relationships have improved through the use of less adversarial methodologies and claims or disputes have diminished. POC: *Ms. Kim Leight*, DSN 793-5093, [kleight@ria-emh2.army.mil](mailto:kleicht@ria-emh2.army.mil)

IOC/HQ

Team Building Strategy

The IOC is implementing Team Building Strategy to improve operational effectiveness and customer satisfaction. Self-managed teams bring together cross-functional experts into one team. Benchmarking and intensive team training are utilized to assure success. The Team approach has worked well for the IOC, resulting in greater efficiency and customer satisfaction. It is estimated that teams have reduced personnel resource requirements by one-half while maintaining productivity and quality. POC: *Ms. Kim Leight*, DSN 793-5093, [kleight@ria-emh2.army.mil](mailto:kleicht@ria-emh2.army.mil)

IOC/RIA

Commander's Quality Excellence Award

This quarterly award is presented by RIA's Commander to an individual or group making a significant contribution to quality improvement at RIA. The award recipient is determined by a committee with representatives from across the Arsenal using a comparable basis nomination questionnaire. POC: Ms. Sherry Weller, DSN 793-7127, sweller@ria-emh2.army.mil

IOC/RIA

Community and Special Events

RIA uses a series of more than 2 dozen complementing programs and events to motivate and support employees, soldiers, and families, and to foster unity among local communities, and educational, business, and military/non military organizations. POC: Ms. Sherry Weller, DSN 793-7127, sweller@ria-emh2.army.mil

IOC/RIA

Employee Assistance Program

In addition to providing counseling services, with a focus on drug and alcohol abuse, RIA's Soaring Eagles Program partners with local communities to provide over 70 mentors to children in local schools who have been identified as being at risk. The Arsenal provides more mentors than all other participating businesses combined. POC: Ms. Sherry Weller, DSN 793-7127, sweller@ria-emh2.army.mil

IOC/RIA

Paperless Equal Employment Opportunity (EEO) Complaint Process

RIA modified software modules and hardware to design a system that automates the processing of large and complex EEO complaints files. RIA's new computer system electronically creates, maintains, and transfers EEO case files via encryption on CD-ROM disks that can be mailed or securely transmitted electronically over the Internet to the EEOC. POC: Ms. Sherry Weller, DSN 793-7127, sweller@ria-emh2.army.mil

IOC/RIA

Post Restaurant/Arsenal Club

RIA's financially self supporting Post Restaurant and Arsenal Club provides good healthy food at reasonable prices for catering, vending, snack mobile services, three cafeteria annexes, and the largest restaurant owned by the Army. POC: Ms. Sherry Weller, DSN 793-7127, sweller@ria-emh2.army.mil

IOC/RIA

Self-Directed Work Teams (SDWT)

RIA's streamlined organizational structure is supported by SDWTs. A formal SDWT design plan; support group; pre-teaming organizational assessments; management, team, delegate, and facilitator meetings; and formal and informal training, have contributed to RIA's successful teaming structure. To date, 158 SDWTs are planned, 117 teams formed, and 43 teams chartered. Team metrics are being aligned with RIA's key business and process metrics of cost, quality, and timeliness. POC: Ms. Sherry Weller, DSN 793-7127, sweller@ria-emh2.army.mil

IOC/RIA

360 Degree Performance Management System

Yearly performance appraisals are no longer left solely to the discretion of the supervisor; employees' appraisals are determined by stakeholders in the employees' organization. An aggregate rating process is used. Stakeholders include internal customers, co-workers, and the supervisor/coach in an evaluation process that more accurately reflects the employees' performance by measuring 10 categories of behavior. POC: Ms. Sherry Weller, DSN 793-7127, sweller@ria-emh2.army.mil

IOC/RIA

Youth Services

The Youth Services operation is an aggressive and well managed program with a bright, high tech learning area with modern computers. Services include a summer Day Camp, activities for dependent children, After School Programs, School Out Activities, a Teen Club, and special programs. Selected as an Army School Age and Teen Pilot Program, RIA's Youth Services uses customer surveys, meetings, feedback, and the Parental Advisory Council to stay in touch with the community. POC: *Ms. Sherry Weller*, DSN 793-7127, sweller@ria-emh2.army.mil

SSCOM

Employee of the Month/Team of Quarter

In addition to traditional cash Performance and Special Act awards, SSCOM not only utilizes other government and Army programs but also has developed non-cash recognition activities to reinforce the effectiveness of employee actions that reflect our values and strategic intent. These awards provide flexibility to recognize positive behavior without regard to budget restrictions and to also acknowledge the effectiveness of non-cash motivational factors. Commanders and directors at all levels recognize efforts through nominations for such awards as Certificates of Appreciation, Employee of the Month, and various honorary awards. POC: *Ms Mary McIntosh*, AMSSC- GS, DSN 256-4777, mmcintos@natick-emh2.army.mil

SSCOM

Health and Safety Awareness Day

Annually, SSCOM's Health and Safety Awareness Days proved to be a resounding success with 350 employees participating in the program. Community representatives provided the work force with diagnostics, exercise, massage and safety-related products plus alternative approaches to medicine, such as acupuncture and herbs. Also, there was a segment dedicated to healthy eating with a taste test of low and no-fat foods, featured William P. Castelli, M.D., a world-renowned crusader for cardiovascular wellness; and a cooking demonstration and lecture that emphasized simple life-style changes that can improve the quality and duration of one's life. POC: *Mr. John Manning*, AMSSC-S-ENS, DSN 256-5404, jmanning@natick-emh2.army.mil

SSCOM

Morale Survey

SSCOM recognizes that satisfaction in the work place produces superior customer service. Therefore, to provide a focus on employee morale, Work Force Morale Surveys have been conducted annually, from which the survey data has been analyzed and the results have been briefed to the work force by our leadership. The Work Force Morale Survey is a key ingredient in the SSCOM leadership system because it provides valuable feedback on the effectiveness of the system. Furthermore, it initiates a healthy dialogue between SSCOM leaders, its union and its employees, whereby they can work together to resolve issues in partnership and promote a high quality, productive work life.

POC: *Dr. Lawrence Symington*, AMSSC-OP, DSN 256-4243, lsyming@natick-emh2.army.mil

SSCOM

Strong Safety Council and Awareness

SSCOM advances the health of its employees and the safety of their work environment with an on-site Occupational Health Clinic, Environmental Safety and Health Office, and sponsorship of a wide variety of health and safety services and activities. These include: Hazardous Work Exposure Medical Surveillance Program, Health screening—health history, hearing, vision, blood pressure and blood checks, Influenza vaccinations, Weight monitoring check-ins, Biennial on-site mammography examination, Free personal safety equipment, Light-duty work program, Safety awareness training, Ergonomics program with work-site evaluations, review of equipment purchase requests, ergonomics training, and ready availability of ergonomics equipment at self-service, and Promotional health programs—back safety, "Cancer and Your Diet," and Health Nutrition Month. POC: *Mr. John Manning*, AMSSC-S-ENS, DSN 256-5404, jmanning@natick-emh2.army.mil

TACOM

Empowerment for Real: Reverse Performance Appraisals

At the TACOM-ARDEC we've empowered employees to provide anonymous feedback about once a year to their leaders. First, we established a standard/model for leaders called Management Thru Leadership (MANTLE), which describes eight behaviors, that foster innovation, risk-taking with responsibility and accountability as well as increased morale and productivity in employees. The behaviors are: Being Open to Employees' Ideas; Building Loyalty; Building self-esteem in Employees; Building Unity; Good Communications and Planning; Recognizing and Rewarding Performance; Rating Performance Well; and Developing a Commitment for Satisfying Customers. There are 14 questions on the MANTLE model. Supervisors first do a self-assessment. Their people then answer the same questions regarding their supervisor. Reports are provided to the actual supervisor being rated and his/her supervisor. It's not used for TAPES ratings but for self-development. Comparisons are made over time to show supervisors where they have progressed or regressed. This helps to shape the leadership culture around the MANTLE model. We've had many organizations benchmark against us in this Human Resources (HR) management area and some have adopted MANTLE and many others received our automated system to try out. POC: *Mr. James Biscardi, Jr.*, DSN 880-4469, biscardi@pica.army.mil

TACOM/ARDEC

Fit-to-Win Program

The Army and specifically TACOM-ARDEC's Fit-To-Win program is focused on more than fitness. It is focused on total wellness (physical, mental and spiritual) of the entire Army community (military, civilian, retirees, and family members of all employees) at the Picatinny Arsenal site. The program has been accepted so well that our partnering unions consider it to be a beneficial "practice of employment" for the workforce. The program is initiated with a health risk appraisal in conjunction with screenings of blood pressure, cholesterol and blood sugar. In addition there are available body composition analysis as well as numerous classes on stress management, smoking cessation (tied into a Nicotine Patch program for military), weight-loss and nutritional counseling with a registered dietitian. For those employees who have suffered by-pass surgery, heart attacks and strokes, we furnish a cardiac rehabilitation program. As the Army downsizes and budgets decrease TACOM-ARDEC has had to implement some efficiency measures to maintain the scope of the program. These efforts include bringing the screenings and workshops to the employees' worksite periodically as well as partnering with other related organizations [Employee Assistance Office (EAO), Chaplain and Clinic] as well as maximizing the use of our volunteers. These measures have enabled us to continue making the activities available to our work force and enhance their total wellness. As demonstrated through numerous studies, this translates into increased morale, productivity and lowers sick leave usage. A win-win program for both employees and TACOM-ARDEC. POC: *Ms. Linda Huff-Franey*, DSN 880-3038, lhuff@pica.army.mil

TACOM

Standard Operating Procedure (SOP) for Materiel Release

A SOP detailing the course to take for staffing and criteria for assessing the support level of a candidate for Materiel Release is in final staffing. It removes all but essential offices in the certification process and relaxes the language of the certificate to allow for acquisition streamlining initiatives. All Weapons Systems fielded will benefit from direct evaluation by its management team. There is no cost to implement. A low risk exists that the relaxed criteria will permit less support than desired. Initial resistance has been overcome but fear to accept risk will be the chief impediment to success of this initiative.

POC: *Mr. Thomas Diffendal*, AMSTA-IM-OPIB, DSN 786-8475, diffendt@cc.tacom.army.mil

TACOM

Utilization of Formal Charters for Empowerment of Integrated Product Teams (IPTs)

PM-LAV Office has utilized formal charters as tool for empowering our IPT's and implementing acquisition reform. The charters define the broad parameters within which the team can operate on their own, and thus reduce uncertainty. They also implement acquisition reform initiatives by incorporating goals and metrics in this area. Tying team and individual tapes to accomplishment of charter goals and metrics further enforces this. Tangible benefits include more effective teaming, greater commitment to acquisition reform by the teams, and better program control. There is some effort involved in creating the charters, but the benefits override the cost. POC: *Mr. Tom Miller*, AMSTA-DSA-LV-P, DSN 786-8361, Millerth@cc.tacom.army.mil

TECOM

Permeable Infiltration Unit for Environmental Remediation

The United States Army Garrison Aberdeen Proving Ground (USAGAPG) is utilizing a permeable infiltration unit in lieu of a conventional landfill cap, or the excavation of the landfill. This procedure is not only safer than excavation, it is much less costly. Excavation and disposal of the material in Old O-Field could exceed \$1 billion in cost. It is a simple and elegant solution to a very dangerous and complex problem. In contrast to a conventional cap, which keeps rainfall from washing through the waste, this permeable cover encourages it as a means of degrading the toxic waste and eventually rendering it non-toxic. Tangible Benefits: Cost Avoidance of 700M FY 97-03. Intangible Benefits: Cleaner and safer environment for the Employees and Family members who live and work at USAGAPG, as well as the citizens from the community at large. Cost to implement: 2.1M. Down Side Risk: No significant down side risk. Most Significant Barrier: NA. POC: *Mr. Ken Stachiw*, STEAP-SH-ER, DSN 584-3320, kstachiw@dsheea@apg.army.mil

TECOM/WSMR

Consolidation of Test Support Contracts at White Sands Missile Range (WSMR)

WSMR consolidated 6 test support contracts into 1. If all options are exercised, the period of performance of the contract will be 9 years. By consolidating the contracts, contractor overhead costs are significantly reduced. Far greater cross-utilization of personnel and equipment is possible (thus reducing the personnel and equipment the contractor must maintain), and contract administration costs for the Army are reduced. Tangible Benefits: Cost avoidance of \$114M over a 9-year period. Intangible benefits: Increase productivity. Cost to implement: \$333.5M. Down Side Risk: No significant down side risk. Most Significant Barrier: NA.

POC: *Mr. Norbert Dupre*, STEAA-CD-WC, DSN 258-5134, dupren@wsmr.army.mil

Category 6

PROCESS MANAGEMENT

This category examines the key aspects of process management, including customer focused design, product and service delivery processes, support processes, & supplier and partnering processes involving all work units. The category examines how key processes are designed, effectively managed, and improved to achieve better performance.

AMCOM

Approach to Software Rapid Application Development

The Corporate Information Center (CIC) has developed a best practice of application development by integrating three technologies, collaborative, computer aided software engineering (CASE), and fourth generation languages in order to design, develop and field software applications, particularly multi-tiered management information systems. The CIC approach utilizes electronic groupware to collect and organize the user's business requirements and establish these requirements in a CASE tool. Once these requirements are modeled and a data base is generated the use of the 4th generation language expedites development and system implementation. An example of this approach, executed for the National Guard Counterdrug Directorate, resulted in the delivery of a management information system in approximately 1/2 the estimated time (13 months) as opposed to 2 1/2 years and 1/3 of the cost. Benefits include reduced development time, reduced cost and higher accuracy of the system in meeting user needs. This approach is dependent on active requirement input from the user. POC: *Ms. Jetty Baddley*, AMSAM-CIC-BM-MP, DSN 746-6868, baddley-js@redstone.army.mil

AMCOM

Command Directives Library

Command Directives Library (AMCOM directives on-line) available on the internet world wide (327 publications). More than \$50,000 a year saved in printing costs plus saving countless hours used for distributing and filing copies of publications. Publications are available to all employees anywhere in the world. Received Secretary of the Army Award for Publications Improvement (Command) for this effort. POC: *Ms. Sandy J. Hamilton*, AMSAMPRM-MD, DSN 746-2212, hamilton-sj@ccsmtm.redstone.army.mil

ARL

The Federated Laboratory (FedLab)

In order to respond to increasing mission requirements in a time of shrinking personnel resources, i.e. to enable ARL to do more with less, we have entered into a unique set of partnerships with leading technical organizations in the private sector. Using the public assistance vehicle called a cooperative agreement (CA), we have formed partnerships with consortia in technical areas related to the problem of developing the technology to digitize the battlefield. FedLab is, in essence, a virtual extension of ARL utilizing the expertise and the personnel assets of the best of the private sector and leveraging these assets as well as millions of dollars worth of their facilities. Under a traditional contractual "arms-length" arrangement ARL would rapidly lose its technical capabilities and thus not be able to perform its "smart buyer" role for the Army. The unique feature is that the CAs allows us to work intimately with our partners in planning, executing, and reporting and assessing the work. Another feature of this novel arrangement is the long-term staff rotation assignments between ARL and its partners to enhance technology transfer in both directions. FedLab is now almost two years old and has been working very successfully and productively.

POC: *Dr. Edward A. Brown*, AMSRL-SP, DSN 290-3301, eabrown@arl.mil

IOC/HQ

Alternate Disputes Resolutions (ADR)

The IOC has developed an effective methodology for resolving disagreements with prime contractors before they become adversarial issues and formal contract disputes. This change was driven by recent Government initiatives for acquisition reform as well as by a recognized need to reduce the time and expense involved with resolving issues through litigation. In 1995, the IOC developed a process for Alternate Dispute Resolution (ADR) for subsequent contracts for these two programs (120MM Mortar program/HYDRA 70 Rocket Program). Claims for one program exceeded \$30 million. The approach emphasized the need for partnering with industry, and identified to potential contractors the need to commit to resolving contract problems at the lowest possible level.

Partnering, combined with establishing ADR procedures, has shown to significantly improve the chance for success on complex contracting actions. Many

types of claims encountered on previous contracts for the 120MM Mortar and HYDRA 70 Rocket programs were avoided on the subsequent contracts by using ADR. For example, on-time delivery schedules were maintained, working relationships have improved through the use of less adversarial methodologies, and claims or disputes have diminished. The improved relationships had the additional benefit or contributing to resolution of some old claims on the previous contracts.

POC is *Ms. Kim Leight*, AMSIO-AML, DSN 793-5093, [kleight@ria-emh2.army.mil](mailto:kleicht@ria-emh2.army.mil)

IOC/HQ

Army Retooling and Manufacturing Support

The IOC adopted the Armament Retooling and Manufacturing Support program to allow commercial industry to use underutilized Army facilities until such time as they are again needed to support the mission of the Army. Commercial companies receive incentives to use available facilities and equipment. By considering available facilities as assets rather than liabilities, the Army is able to keep the facilities viable and available for future use, while obtaining a return on the investment in these facilities. POC: *Ms. Kim Leight*, AMSIO-AML, DSN 793-5093, [kleight@ria-emh2.army.mil](mailto:kleicht@ria-emh2.army.mil)

IOC/HQ

Inventory Accountability: Ammunition

The IOC has developed an Inventory Accountability program that employs a 100% physical inventory, enhances the use of technology, reduces staff requirements, and reduces paper records. The new program includes a sealed site process, which eliminates that site from count the following year if no stock movement has occurred. It also increases ammunition reconciliation frequency from quarterly to monthly, which reduces the number of adjustments required because of the shorter time frame between audits. POC: *Ms. Kim Leight*, AMSIO-AML, DSN 793-5093, [kleight@ria-emh2.army.mil](mailto:kleicht@ria-emh2.army.mil)

IOC/HQ

Low-Level Radioactive Waste

The Army IOC is the designated Executive Agency for managing the disposal, control, guidance, records, and reporting of the Department of Defense (DoD) Low-Level Radioactive Waste (LLRW). This function came about through the aggressive and innovative approaches implemented by the Command's Radioactive Waste Disposal Division. Low-Level Radioactive Waste requires compliance with stringent state and federal environmental regulations for safe disposal. Examples of LLRW managed by the IOC are gauges, medical waste, night vision devices, chemical detection instruments, engine components, missile components, laboratory waste, wrist watches, compasses, contaminated soils, exit signs, and smoke detectors.

In September 1992, the Army was designated as the Executive Agent for LLRW. The Radioactive Waste Disposal Division of the Army's IOC was designed to implement an aggressive disposal program, following the GAO recommendations, through implementation of the following innovative practices: Consolidation of Facilities; Use of Disposal Basic Ordering Agreements (BOAs); 8A Contracting; Qualified Bidders List (QBL); Combined Shipments; IOC Staff vs. Contractor; Permit Initiatives; Waivers and Deviations; and Support for Other Government Agencies.

The Radioactive Waste Disposal Division, with a staff of 20 employees, currently services 143 sites annually. Their program avoids duplication of efforts; provides one voice to the regulators; increases responsiveness for LLRW disposal; lowers cost; and eliminates many violations and penalties. Estimated cost avoidance of more than \$1.7 million. POC: *Ms. Kim Leight*, AMSIO-AML, DSN 793-5093, [kleight@ria-emh2.army.mil](mailto:kleicht@ria-emh2.army.mil)

IOC/HQ

Reduced Property Administration

The IOC reduced property administration, for items valued at \$1,500 or less, by eliminating tracking and location control requirements, and also eliminating periodic physical inventories. POC: *Ms. Kim Leight*, AMSIO-AML, DSN 793-5093, [kleight@ria-emh2.army.mil](mailto:kleicht@ria-emh2.army.mil)

IOC/HQ

Single Process Initiative

The IOC has implemented the Single Process Initiative (SPI) to reduce its contractors' costs, resulting in reduced cost to the Army. The SPI promotes the use of common processes at contractor facilities. The SPI is a product of Acquisition Reform. POC: *Ms. Kim Leight*, AMSIO-AML, DSN 793-5093, kleight@ria-emh2.army.mil

IOC/LEAD

Fully Burdened Utility Rate

LEAD developed a single, fully burdened utility rate for reimbursement of utility services which has eliminated undercharging on utility sales contracts. POC: *Mr. Rick Ramsey*, DSN 570-9735, alkyctaq@letterkenn-emh1.army.mil

IOC/LEAD

Ingersoll Machining Center

LEAD acquired and installed a state-of-the-art Computer Numerical Control bridge mill to support the production demands for the M10916 Paladin Self-Propelled Howitzer. This equipment reduced manpower and overtime requirements while providing additional production capability for the Depot. POC: *Mr. Rick Ramsey*, DSN 570-9735, alkyctaq@letterkenn-emh1.army.mil

IOC/LEAD

Multi-Trades Contract

LEAD established a multi-trades contract for services in 19 labor categories. The contract is firm fixed price and has an indefinite quantity of service. The contract serves as a workforce multiplier, saving on overtime costs and reducing service order backlogs. The contractor performs much of the installation's preventive maintenance work. POC: *Mr. Rick Ramsey*, DSN 570-9735, alkyctaq@letterkenn-emh1.army.mil

IOC/LEAD

Nondestructive Testing Program

LEAD's Nondestructive Testing Program Manager was trained for Level III nondestructive testing. This certification allows LEAD to provide in-house training and approvals. The cost savings analysis indicates that the training costs were recouped after 75 days, with additional savings of \$24 thousand every 75 days. POC: *Mr. Rick Ramsey*, DSN 570-9735, alkyctaq@letterkenn-emh1.army.mil

IOC/LEAD

Organizational Meetings

LEAD's Directorate of Ammunition Operations conducts biweekly organizational staff meetings for the four major mission areas. The meeting agenda includes the status of existing programs, new programs, production, facilities, equipment, manpower, and overtime requirements. Action items are assigned, and any discrepancies are identified and reconciled. These meetings assure proper coordination throughout the Directorate of Ammunition Operations. POC: *Mr. Rick Ramsey*, DSN 570-9735, alkyctaq@letterkenn-emh1.army.mil

IOC/LEAD

Paladin Teaming Contract

LEAD entered into a partnership with United Defense, Limited Partnership for the product improvement application on the Paladin M109A2/A3 self-propelled howitzer. The partnership yielded cost avoidance and savings in excess of \$61 million, and received national acclaim as a model for government and industry cooperation. POC: *Mr. Rick Ramsey*, DSN 570-9735, alkyctaq@letterkenn-emh1.army.mil

IOC/LEAD

Radio Fire Control

LEAD entered into a five-year, indefinite quantity contract for radio-controlled fire alarm boxes, panels, and accessories. The unique capability of the contract is that it allows other federal installations to order from the same contract. Items are shipped to the ordering installation; all prices and terms are established in advance; and all coordination for the transfer of funds from other activities, as well as assuming responsibility for proper receipt of the items, are handled through the current contract. POC: *Mr. Rick Ramsey*, DSN 570-9735, alkyctaq@letterkenn-emh1.army.mil

IOC/LEAD

Radiological Counting Program

Using state-of-the-art radiological counters and data capture software, the Radiological Counting Program analyzes and evaluates actual or potential radiation hazards. Surveys are performed on all receiving, shipping, maintenance, storage, and disposal of radioactive commodities.

POC: *Mr. Rick Ramsey*, DSN 570-9735, alkyctaq@letterkenn-emh1.army.mil

IOC/LEAD

Real Time Radiography Applied to Paladin Production

LEAD installed a Real Time Radiographic System to inspect welds on the M10916 Paladin Self-Propelled Howitzer. The real time system is capable of visual display of the objects being scanned. Remote positioning of the x-ray tube and collector permits continuous, instantaneous viewing of welds on the travel lock assembly and hull. This system dramatically reduced nondestructive testing and transportation costs. POC: *Mr. Rick Ramsey*, DSN 570-9735, alkyctaq@letterkenn-emh1.army.mil

IOC/LEAD

Recycling Program

The LEAD recycling program utilizes excess buildings and equipment and generates \$360 thousand in annual cost avoidances. The program recycles old corrugated cardboard; number 1 and number 2 plastics; aluminum and steel cans; and scrap wood and wooden pallets. The program is expected to generate \$500 thousand in profits for 1997. POC: *Mr. Rick Ramsey*, DSN 570-9735, alkyctaq@letterkenn-emh1.army.mil

IOC/LEAD

Repair of PATRIOT Radar Set Bearing

LEAD developed a procedure for the limited repair of the Phased Array Tracking to Interception of Target (PATRIOT) radar set bearing. The procedure incorporates the installation of oversize bearing balls to restore dimensional clearance requirements. This procedure provides a cost savings of \$26 thousand per bearing. POC: *Mr. Rick Ramsey*, DSN 570-9735, alkyctaq@letterkenn-emh1.army.mil

IOC/LEAD

Shop Stores Contract

The Shop Stores Contract is a firm fixed price, indefinite quantity contract. Orders are placed to one contractor for an entire project's material. This contract significantly improves work scheduling.

POC: *Mr. Rick Ramsey*, DSN 570-9735, alkyctaq@letterkenn-emh1.army.mil

IOC/RIA

Automated Travel

RIA has implemented a new software system to provide automatic calculation of benefits and entitlements that employees are to receive from Permanent Change of Station or forward deployment. The new software greatly simplifies the work and provides the entitlements to employees much more quickly. POC: *Ms. Sherry Weller*, DSN 793-7127 sweller@ria-emh2.army.mil

IOC/RIA

Contact Maintenance Truck HMMWV (CMTH)

The CMTH provides a heavy duty maintenance ground vehicle for performing field repairs. With a larger shell design, greater equipment carrying capacity is available. Innovative improvements include a tool box locking system, roll-up door locking system, hardware, door seals, air compressor, toolbox, and tool preservation, as well as a number of process improvements

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IOC/RIA

Contractor Performance Certification Program

RIA system for managing the quality of its manufactured products and achieve continuous improvement includes a structured approach for self-assessments, and a uniform set of assessment criteria and metrics for measuring performance. Efforts are recognized with Contractor Performance Certification Program certification and ISO 9002 registration. RIA remains the only Government-owned, Government-Operated facility to receive this recognition.

POC: *Ms. Sherry Weller*, DSN 793-7127, sweller@ria-emh2.army.mil

IOC/RIA

Credit Card Program

RIA uses an International Merchants Purchase Authorization Card (a government wide commercial VISA card) to micro purchase supplies and services (under \$2500). A comprehensive training program, pre-purchase supply waivers, property book screening, credit card program handbook, and a strict screening and justification process enable RIA to process 99% of all micro purchases by credit card, exceeding the Army goal of 80%.

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IOC/RIA

Direct Digital Control Capabilities

The Arsenal adapted a Direct Digital Control design to its environmental cooling system by relocating and adding sensors to strategic locations, developing software, buying modem hardware for off-site locations, and developed an analysis process to combine multiple inputs. The result is user-friendly displays, closer monitoring capability, increased reliability, precision control response, detailed equipment performance profiles, and tighter cost control. POC: *Ms. Sherry Weller*, DSN 793-7127, sweller@ria-emh2.army.mil

IOC/RIA

Hazardous Waste Reduction

RIA installed an Under-the-Press process dryer in its plating shop to help reduce the 140,000 pounds of hazardous waste generated within its plating facility from chrome, cadmium, and copper plating, phosphate coating, and anodizing operations. Since the metal hydroxide sludge generated is 85% water, sludge volume was safely reduce up to 75% using a process dryer, resulting in a dramatic cost savings.

POC: *Ms. Sherry Weller*, DSN 793-7127, sweller@ria-emh2.army.mil

IOC/RIA

Laser Cell/Waterjet/Fabrivation

RIA uses machining technology and software to produce, inspect, and reverse engineer flat stock parts. N/C nesting software and vision inspection machine work in tandem to produce a drawing which can be digitized to show critical dimensions and overlaid onto a template drawing with out of tolerance areas highlighted in color allowing easy identification of problem areas prior to production.

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IOC/RIA

Laying Away in Place

RIA has changed its method of storing unused specialized fabrication equipment to a Laying Away In Place, or, completely shutting down equipment with proper documentation in it's current location. By locking out equipment, costs for removal, reinstallation, setup, and calibration are saved while normal preventative maintenance required for stored equipment is facilitated. POC: *Ms. Sherry Weller*, DSN 793-7127, sweller@ria-emh2.army.mil

IOC/RIA

Lightweight Howitzer New Product Development

Using concurrent engineering Integrated Product Teams, the Arsenal brought on-line a fully operational Lightweight Howitzer Technology Demonstrator prototype in fifteen months. Conceptual modeling focused on soft recoil technology to reduce weight, improve durability, and reduce cost. A virtual prototype was created using concurrent engineering activities to verify design integrity, evaluate operational performance, assess weight, and validate shop floor machining processes, all before the first chip was cut. POC: *Ms. Sherry Weller*, DSN 793-7127, sweller@ria-emh2.army.mil

IOC/RIA

Preventive/Predictive Machine Maintenance

A preventive and predictive maintenance system which combines CMMS computer scheduling, vibration analysis, infratography, thermography, and tribology (oil analysis). Machinery vibration frequency analysis allows for detection and correction prior to a machinery failure. Analysis of grease levels, oil contaminants, bearing lubrication, and heat buildup help to identify areas of which could lead to failure. POC: *Ms. Sherry Weller*, DSN 793-7127, sweller@ria-emh2.army.mil

IOC/RIA

Production Engineering

Development of CAD/CAM hardware and software requirements, use of a master model concept, tool path verification/simulation software, and rapid prototyping technique/machine (Laminated Object Manufacturing), enabled RIA to reduce costs in the entire design, manufacturing, and quality product life cycle. POC: *Ms. Sherry Weller*, DSN 793-7127, sweller@ria-emh2.army.mil

IOC/RIA

Self Service Supply Center, Uncle Sam's Emporium

Stocked computer equipment and software, credit card purchasing, elimination of end-of-year user surcharges, and direct-office delivery are just a few of the unique services RIA provides to on-site and regional customers. In the near future, customers can purchase supplies using an interactive on-line catalog via the World Wide Web and the VISA and Mastercard. POC: *Ms. Sherry Weller*, DSN 793-7127, sweller@ria-emh2.army.mil

IOC/RIA

Statistical Process Control (SPC)

Training, automated data collection, and statistical analysis software have improved RIA's SPC Program, enabling a transformation to a prevention quality program that monitors production and administrative processes. Planners identify applications, engineers provide analyses and technical support, leaders provide floor-level technical support, facilitators manage data collectors, machine operators monitor processes; RIA's capability database tracks 1,246 active characteristics.

POC: *Ms. Sherry Weller*, DSN 793-7127, sweller@ria-emh2.army.mil

IOC/RIA

Tool and Maintenance Management System

RIA's automated system, for procuring shop floor items and managing supply inventories in RIA's tool cribs. Supported by in-house developed software, a graphical user friendly interface performs inventory searches by item and key words. If an item is not in stock, a requisition can be processed on the spot.

POC: *Ms. Sherry Weller*, DSN 793-7127, sweller@ria-emh2.army.mil

IOC/RIA

Simulation Facility

RIA uses hydraulic simulation techniques for production testing of large caliber gun mounts and recoil mechanisms in its state-of-the-art simulation facility. Live-fire critical recoil performance characteristics are accurately simulated without actually firing live ammo; any level of gun mount live-fire loading can be simulated. This results in a significant cost and cycle time reduction of live fire, durability, and R & D testing.

POC: *Ms. Sherry Weller*, DSN 793-7127, sweller@ria-emh2.army.mil

IOC/RIA

Teaming with Suppliers

Joint concurrent planning and development RIA-supplier acquisition teams meet, discuss, and implement base operations services contract requirements for non-routine project purchases. Planning teams, contractor defined capabilities, and pre and post-bid conferences are used; 60% of all non-routine or non-standard contracts are handled in this manner.

POC: *Ms. Sherry Weller*, DSN 793-7127, sweller@ria-emh2.army.mil

IOC/RIA

Vibration Analysis

RIA uses vibration analysis in HVAC building operation, chiller operation, and preventive maintenance. Vibration monitors on equipment record the vibration signatures for new or after repaired equipment. The signatures are compared using Entek software from IRD data collectors to predict when a failure may occur. POC: *Ms. Sherry Weller*, DSN 793-7127, sweller@ria-emh2.army.mil

SSCOM

Centralized Capital Equipment Process

This is NRDEC's process to effectively manage equipment planning, purchase, maintenance, and upgrades to ensure wise in our R&D infrastructure. It is accomplished by centrally funding and managing (i.e., in the Office of the Director) equipment purchases of at least \$50K based on specific criteria (i.e., validity of need; broadness of use/application; availability of expertise). Assessment and optimization of all Warfighter System clothing, equipment, subsistence, weapons, tactics, techniques and procedures while minimizing the requirement for costly prototype construction and testing of alternative concepts. This capability provides cost effective means of improving upon soldier survivability and overall combat effectiveness. As a key facilitation tool supporting Simulation Based Acquisition, model outputs provide defensible data to be used by command decision-makers, S&T Project Officers and Program Managers in the conduct of Analysis Of Alternatives (AOAs). POC: *Mr. John O'keefe*, SSCNC-Y, DSN 256-4881, jokeefe@natick-emh2.army.mil

SSCOM

Continuous Product Improvement (CPI)/ PROWORKS Program

The CPI/PROWORKS, a 1992 initiative of the Natick RDEC Technical Director, makes possible the insertion of new technology into fielded systems to solve problems, without the need for formalized documentation. It fills in the gaps where there are known problems/deficiencies having no formal programs. In other words, it allows SSCOM to address any "gaps" that may exist between the needs of our customers and formally established developmental efforts. This flexible program allows us to identify technical advances in material or components, or develop a less expensive way to manufacture the product, and therefore, provide rapid response to customers. Successes include the integration of small arms bullet protection into a fragmentation vest for use by the Rangers (widely accepted in Somalia), as well as modifications to a survival/extraction vest made at the request of the Special Operations Forces. In each case, as a result of positive user feedback, we expect formal development programs for performance enhancements of these items. POC: *Ms Colleen Cathcart*, SSCNC-TT, DSN 256-5161, ccathcar@natick-emh2.army.mil

SSCOM

Food and Nutrition Research & Engineering Board (FNREB) Process

The FNREB is comprised of O-6 or higher members from each of the services and from the procurement arena to make joint decisions on food and food service equipment related programs. This ensures that there is no duplication of efforts within the services (food and food service equipment R&D). National Research, Development and Engineering Center (NRDEC) is the material developer and implements the program. Having the FNREB meetings at NRDEC allows us to provide timely solutions to the users and to hear about the problems/issues first hand. Since all of the services are represented on the FNREB, NRDEC can efficiently provide solutions, which will potentially address issues for multiple services resulting in affordable systems. POC: *Ms. Betty Davis*, SSCNC-TF, DSN 256-4509, bdavis@natick-emh2.army.mil

SSCOM

Integrated Product and Process Development (IPPD)

IPPD is a management process that integrates all activities from product concept through production/field support, using a multi-functional team, to simultaneously optimize the product and its manufacturing and sustainment processes to meet cost and performance objectives. The power of IPPD is its ability to any development effort regardless of complexity. POC: *Mr. Bruce Buckland*, SSCNC-T, DSN 256-4799, bbucklan@natick-emh2.army.mil

SSCOM

Integrated Product Teams (IPTs)

IPPD is implemented by our Integrated Product Teams (IPTs), cross- functional/ multi-discipline teams that are formed to design/deliver specific products to external customers. Our leadership highly encourages and supports the utilization of IPTs in life cycle management of products/processes. IPT members may include: customers, contractors/suppliers, contracting officers, lawyers, engineers (system, mechanical, electrical, manufacturing, production, human factors, safety, environmental, facilities, quality, reliability, and maintenance), testers, evaluators, software developers and logisticians. The tailor ability of IPTs allows them to be used at any level in an organization..

POC: *Mr. Bruce Buckland*, SSCNC-T, DSN 256-4799, bbucklan@natick-emh2.army.mil

SSCOM

Integrated Planning Process

This process is used to plan NRDEC's work-related thrust areas and programs through simultaneous consideration of strategic planning, integrated program planning (6.1-6.4), and a science and technology investment plan. It is based on the following principles: integrated; technically sound; customer focused; high return on investment. It includes both leadership and employee involvement, and embraces continuous process improvement as a driving force. POC: *Ms Colleen Cathcart*, SSCNC-TT, DSN 256-5161, ccathcar@natick-emh2.army.mil

TACOM/ARDEC

Advocacy for Concurrent Engineering (CE)/Integrated Product Teams (IPTs)

TACOM-ARDEC has established a Quality Management Board (QMB) that has oversight for implementing and improving the process and methodology for Concurrent Engineering/Integrated Product Team Practices. The QMB receives its recommendations from our CE/IPT advocate who is responsible for developing the methodology and practices. It is also the responsibility of the advocate to work with the teams as a facilitator or on an as requested basis. In addition, we have developed "Just in Time Training" which is recommended to the teams and follow on modules to enhance team building and team leadership. The whole package provides one stop shopping for teams from their initial formulating kick off meeting, chartering, communication, and numerous other issues to enhance the teams productivity and ability to function together. POC: *Mr. Richard a. Kopenaal*, DSN 880-7048, rkoppen@pica.army.mil

TACOM/ARDEC

Alpha Plus Contracting

Alpha Plus is an integration of multiple techniques to include: Integrated Product Teams, Alpha Contracting, Oral Presentations and Electronic Commerce (using the Procurement Network (ProcNet) on the World Wide Web). The contractor, Government auditors and evaluators are all members of the Integrated Product Team. Under Alpha contracting paradigm, solicitation preparation, proposal preparation and Government evaluation occur almost simultaneously. Alpha plus takes the model one step further, by also incorporating contractor oral presentations in lieu of complex, written technical and management proposals, saving the Contractor extensive evaluation time. Further, all documents and technical data are released or submitted in digital format via the Procurement network (ProcNet), our electronic commerce home page on the World Wide Web (<http://procnet.pica.army.mil>). This integrated approach empowers representatives from all functional disciplines, both Government and Industry, to push the teaming envelope to allow for maximum efficiencies. The Alpha Plus fosters a consensus of technical, contracting, and programmatic approaches; the team jointly develops the Request for Proposal, the level of effort, contract resources required, the contractual instruments, and the approach to post-award. This practice is validated by a comparative analysis of programs, with and without Alpha Plus contracting. Impact on organization: Cut cycle time as shown – WAM/FY95 without Alpha: 420 days, with Alpha: 260 days; M829E3/FY96 without Alpha: 340 days, with Alpha: 142 days; MAC/FY 97 without Alpha: 180 days, with Alpha: 100 days. POC: *Ms. Holly Heinz*, DSN: 880-4218, hheinz@pica.army.mil

TACOM/ARDEC

Benchmarking

Benchmarking is the process of identifying, understanding and adapting Best Practices from organizations anywhere in the world. The potential benefits of Benchmarking include: improved effectiveness, accelerated change, establishment of stretch goals, breakthrough/innovative processes, and World-Class performance. A TACOM-ARDEC Benchmarking Policy and Benchmarking Desk Guide was drafted and made available to everyone, through the TACOM-ARDEC World Wide Web Total Quality Management (TQM) Home Page. Each Process owner chartered a Benchmarking team, with the process to be analyzed chosen for its strategic importance or critical success in attaining customer satisfaction. All team leaders received formal Benchmarking training, and all teams use the basic Four-Step approach: Plan, Collect Data, Analyze, and Adapt. Benchmarking assistance is obtained through membership in The Benchmarking Exchange (TBE) and the American Productivity & Quality Center (APQC) International Benchmarking Clearinghouse (IBC). The TACOM-ARDEC Benchmarking focal point briefs the status of the teams to the TQM Executive Council, on a monthly basis. POC: *Mr. Sid Markowitz*, DSN 880-2378, sidm@pica.army.mil

TACOM/ARDEC

Contractor Performance Certification Program (CP²)

CP² is an Army initiative to identify suppliers who demonstrate world-class quality management practices. The CP² is a second-party assessment using all the elements of the ANSI/ASQC Q9000 quality system model, supplemented with additional total quality management practices. Through the CP² partnership, the Army gains insight into its suppliers quality management systems. Such information is used to mitigate risk during source selection and when determining contract administration resources. POC: *Mr. Marc D. Saperstein*, DSN 880-3557, matilto:msap@pica.army.mil

TACOM/ARDEC

Green Ammunition Program

The Technical Executive for Small Caliber Ammunition Development (since recast as the Technical Executive for Environmental Armament Technologies) seized upon a growing concern at the ammunition production facilities, namely, compliance with State and Federal Environmental Regulations and Standards. Non-compliance with those governing standards posed a potential for significant economic penalties, legal action and perhaps even curtailment of vital production activities. The initial challenge in gaining a credible foothold in the environmental arena stemmed from understanding what organizations were key players in terms of being specific champions of environmental thrusts and what processes existed in submitting program proposals and securing funds. Through hard work and tenacious marketing, the Technical Executive has been extremely successful in maturing this business area into a robust and value added extension to the traditional small caliber ammunition functions of development and production support to the commodity base. Current programs within the environmental business sector are focused on removal of toxic and hazardous (volatile organic compounds/ozone depleting chemicals/heavy metals/solvents) materials from small caliber product lines and manufacturing processes to ensure compliance with National Environmental Policy Act mandates. These programs will result in an environmentally responsive production of non-toxic munitions that will eliminate the need for costly remediation of firing ranges throughout the world. There exists no better example of what can result from people empowerment that translates into something that has high public value. POC: *Mr. Wade Bunting*, DSN 880-6040, wbunting@pica.army.mil

TACOM/ARDEC

Quality Function Deployment (QFD) Analysis of Product Improvement Alternatives for the Wide Area Munitions System

An Integrated Product Team (IPT) was formed to examine alternatives to improving the baseline Wide Area Munitions (WAM), a “smart”, top attacking anti-armored vehicle munitions that can autonomously detect, track and attack its target to a distance of 100 meters. Several improvement options had been proposed, selected to compare effectiveness and cost differences among the concepts. QFD has been identified as a “best practice” process tool because its basic premise is to systematically examine all of the customer’s requirements early in the design process, ultimately saving time and money in the product design. The IPT used the results of the QFD analysis to assist in determining which alternatives offered the most promising design improvements in terms of effectiveness and cost.

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TACOM/ARDEC

Quality Management Boards (QMBs) and Process Action Teams (PATs)

TACOM-ARDEC has institutionalized the use of QMBs and PATs where they are part of the fabric of the organization. Systems owners use QMBs to manage their systems; they appoint process owners for key process and charter PATs to improve selected processes. They utilize the WWW to display their systems architecture, including copies of the team charters. This process was identified by the Office of Personnel Management 1996 evaluation team as a Best Practice. POC: *Ms. Kathryn Daut*, DSN 880-6348, kdaut@pica.army.mil

TACOM/ARDEC

Systems Measurement Review

TACOM-ARDEC has a highly effective approach to corporate performance measurement. The familiar Review and Analysis was transformed to a systems oriented, cross-functional review with a focus on the customer and became the TACOM-ARDEC “Systems Measurement Review”. Performance measures are developed and presented by “Senior Owners” to link corporate strategic goals to organizational performance. Our thorough approach includes a Measurement Policy, Measurement Plan, and Metrics Desk Guide. Performance measures are evaluated using Baldrige-like criteria. Measures that meet the criteria boast a “Baldrige Ribbon” on the graphic. This positive reinforcement has driven a major overhaul of the measures. The on-site review team for the 1996 President’s Quality Award gave the process this evaluation: “Effective review including a process which simply, but most effectively, ensures the continual improvement of key metrics. POC: *Mr. Vincent Stenziano*, DSN: 880-5071, stenziano@pica.army.mil

TACOM/ARDEC

Technical Executives

The realignment initiatives within TACOM-ARDEC addressing National Performance Review concerns regarding employee to supervisor ratio, resulted in the complete layering of the first line supervisory cadre. Those individuals, in most instances, were reassigned to the role of Technical Executive (TE). That position, within the Light Armaments Division of Close Combat Armaments Center, produced a situation wherein those incumbents were provided unique levels of ownership of this organization’s mission activities. Freed from formal supervisory responsibilities, these individuals were charged with maintaining, sustaining, defending, revitalizing, expanding or restructuring specific commodity mission functions on a full time basis. One highly successful example of this empowerment activity is cited below. POC: *Ms. Kathryn Daut*, DSN 880-6348, kdaut@pica.army.mil

Category 7

BUSINESS RESULTS

This category examines the organization's performance and improvement in the key business areas of customer satisfaction, overall financial/program performance, human resource, supplier and partner performance, and operational performance. Also examined are performance levels relative to competitors.

United States Army Materiel Command

IOC

Low-Level Radioactive Waste

The Army IOC is the designated Executive Agency for managing the disposal, control, guidance, records, and reporting of the Department of Defense (DoD) Low-Level Radioactive Waste (LLRW). This function came about through the aggressive and innovative approaches implemented by the Command's Radioactive Waste Disposal Division. Low-Level Radioactive Waste requires compliance with stringent state and federal environmental regulations for safe disposal. Examples of LLRW managed by the IOC are gauges, medical waste, night vision devices, chemical detection instruments, engine components, missile components, laboratory waste, wristwatches, compasses, contaminated soils, exit signs, and smoke detectors.

In September 1992, the Army was designated as the Executive Agent for LLRW. The Radioactive Waste Disposal Division of the Army's IOC was designed to implement an Aggressive disposal program, following the GAO recommendations, through implementation of the following innovative practices: Consolidation of Facilities; Use of Disposal Basic Ordering Agreements (BOAs); 8A Contracting Qualified Bidders List (QBL); Combined Shipments; IOC Staff vs. Contractor; Permit Initiatives; Waivers and Deviations; and Support for Other Government Agencies.

The Radioactive Waste Disposal Division, with a staff of 20 employees, currently services 143 sites annually. Their program avoids duplication of efforts; provides one voice to the regulators; increases responsiveness for LLRW disposal; lowers cost; and eliminate many violations and penalties. Estimated cost avoidance of more than \$1.7 million. POC: *Ms. Kim Leight*, AMSIO-AML, DSN 793-5093, kleight@ria-emh2.army.mil

SSCOM

Best Value Contracting

Quality is SSCOM's primary consideration when selecting suppliers. As such, lowest bidder criteria have been replaced by Best Value Contracting, which emphasizes the precedence quality takes over cost in the selection of suppliers. Since FY92, organizations of SSCOM have continued to award almost all applicable contracts to those suppliers that can provide the best value for the taxpayers' dollars, even though they may not have the lowest price.

Best Value Contracting begins with a contract strategy meeting. Customers are invited to the strategy meetings to make sure that each procurement is tailored to their needs. Solicitation Technical Evaluation Plans are designed to allow suppliers the maximum range in proposing creative solutions, and allow us to assess the quality management systems of suppliers. The supplier with the highest level of quality and best record of successful performance is selected. POC: *Ms Cheryl Deluca*, AMSSC-AD, DSN 256-4514, cdeluca@natick-emh2.army.mil

TACOM

Automated Foreign Military Sales (FMS) Delivery Billings

TACOM implemented a new automated procedure that creates and feeds to other standard systems the FMS delivery/billing transaction - DD Form 1517 - for delivered major end items and services. The new procedure significantly improves the accuracy and timeliness of billings and eliminates 4 man-years of manual effort. The cost to implement was \$20,000. The first year savings were \$128,000. There were no appreciable risks or barriers to success.

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TACOM

Basic Issue Item (BII)

Process Action Team

Early in 3Q97, the TACOM-IMMC recognized the potential for large cost savings affiliated with the non-return of BII to the Defense Logistics Agency (DLA). A PAT was formed that determined on one system alone the validated cost savings of not returning, inspecting and storing BII through the DLA for reissue amounted to a net savings of \$487,000 over an 18 month period. TACOM-IMMC revised the way that BII will be processed at no cost to implement and shared the results with TACOM-ACALA to further achieve savings. There were no significant barriers to success.

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TACOM

Concurrent Spare Parts (CSP)

On-Line System (CSPOLS)

CSPOLS automatically creates transactions used to initiate our CSP computation requirements, modify the resultant list by deleting/ changing quantities or adding new repair/spare parts and releasing the modified CSP list to higher headquarters via an on-line system. Input was reduced from 56 fields on 5 screens to 7 on 2 screens. The standard lists of manually deleted items are now deleted automatically, saving hundreds of individual inputs. Final CSP list preps was reduced from 7-10 days to 2-3 days. Cost to program: Less than one man-year of labor. Forty people who compute CSPs will benefit. No risks/ barriers exist. POC: *Mr. Mark Eby*, AMSTA-IM-BP, DSN 786-6567, ebym@cc.tacom.army.mil or *Ms. Ellen Staniak*, AMSTA-IM-BN, DSN 786-6521, staniak@cc.tacom.army.mil

TACOM

Defense Mega Center (DMC)

Bill Reduction

Initiatives were taken to reduce TACOM's DMC mainframe processing costs. Approximately \$1.9M in savings were generated, (TACOM-wide), as a result of archiving inactive/low activity disk files, increasing block sizes on output files thus reducing the number of cartridges used, and reducing the number of days a file is retained to insure a minimum number of storage days.

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TACOM

Localizing and Automating Finance & Accounting and Budget Systems

The Research, Development, Test & Evaluation budget execution system was redesigned to run on a local minicomputer instead of the mainframe. This redesign saves manpower and processing costs, and provides a more effective system for managers and analysts because of its automated interface, ad-hoc reporting and data manipulation features. Nightly, key F&A mainframe files automatically downloads and updates the budget databases. Running local bridge reports against this system, instead of changing numerous mainframe programs saves significant manpower and time. Budget databases are on-line early each morning, personnel are freed from routine tasks, and further development is enabled. A hardware purchase and the involvement of several TACOM experts overcame barriers, such as slow file transfers. POC: *Mr. Joe Hoin*, AMSTA-RM, 574-8559, hoinj@cc.tacom.army.mil

United States Army Materiel Command

TACOM

Logistics Partnership Council

The IMMC, in conjunction with ACALA and United Defense Partners:

- Eliminated Integrated Logistics Support Management Team Meetings and/or combined with other meetings. Tangible benefit – \$196,000.
- Decided to deliver meeting minutes electronically. Tangible benefit – \$21,000.

Will perform Logistics Support Analysis Record reviews on-line. Tangible benefit – \$174,000.

- Will hold Log Start of Work meetings via video teleconference. Tangible benefit – \$70,000.
- The IMMC and ACALA will provide United Defense Partners access to Log Remote Users Net. Tangible benefit – \$60,000.

These will benefit the Bradley, Breacher, Hercules, MLRS, C2v, and EFVS programs. There is no cost to implement and no barrier to success.

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TACOM

PM Heavy Tactical/ALPHA Negotiation of PLS Engineering Mission Modules

The ALPHA negotiation of PLS Engineering Mission Modules yielded benefits in reduced cycle time (3 vs. 6 months), reduced proposal preparation costs, increased partnership/insight with prime/sub contractors, and achievable and streamlined contract administration. The joint ALPHA process consisted of a joint kick-off meeting to develop strategy; requirements reconciliation; pricing development/evaluation /negotiation; and contract award documentation. To make ALPHA effective, it must have contractor understanding/agreement to implement, top level support on both sides, commitment to provide required up-front resources, participant empowerment (often more of a problem on the contractor side), and recognition of major issues which need to be elevated. POC: *Mr. Steve Draper*, AMSTA-DNA-HT, DSN 786-6955, drapers@cc.tacom.army.mil

TACOM

Redesign/Programming of the Civilian Personnel Database (CPD)

The CPD was converted from INFORMIX DOS software to INFORMIX UNIX software. The INFORMIX DOS software was unstable and created problems for TACOM-WRN users. Problems included crashes to the server, which resulted in loss of data and frustration on the part of the user. Also, the DOS version could not be accessed through our current Windows environment. Additionally, the system was streamlined by eliminating the accounting function of assigning CV numbers and approval of funds on the training document (DD1556). Cost to implement was approximately \$12,000. The benefits include a more user-friendly system, improved admin capabilities, reliability & speed. POC: *Ms. Pam Purdy*, AMSTA-RM-EF, DSN: 786-5192, purdyp@cc.tacom.army.mil

TACOM

Reduction of Telephone Lines

By reviewing the inventory, toll billing statements and equipment records, approximately 4,200 telephone lines were surveyed to determine their status. As a result, approximately 400 lines were disconnected. This initiative is ongoing. Lines will be surveyed on a quarterly basis. To date, approximately \$72K has been saved.

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TACOM

Server Consolidation Project

The TACOM-wide Local Area Network has one of the most robust networks in the Army due to the state of the art equipment that has been installed to increase speed and stability. Those upgrades included new, faster connections between servers and all PC connections to the TWLAN and the consolidation of about 70 servers to approximately 20 servers, which allows for easier manageability and lower repair cost. The benefits since the consolidation include reduced downtime of servers and decreased spare part costs. Further, significant savings in contractor costs have been realized. Implementation costs include a start-up net frame cost of 100K. Some lessons learned include organizational migrations need to take place on weekends. POC: *Mr. Ken Simpson*, AMSTA-RM-D, DSN 786-8424, simpsonk@cc.tacom.army.mil

TACOM

Steam Outsourcing

Steam for heating buildings at the Detroit Arsenal will be generated and delivered by a commercial vendor via a streamline, which will be constructed from the supplier's facility up to the connection point inside the Arsenal. Based on our cost/benefit analysis, the anticipated cost avoidance of outsourcing the steam is \$35M over a ten-year period. There are no investment funds required from TACOM. Utility service for steam delivery will be provided on a unit cost basis for steam used. At this time, no barriers have been encountered. POC: *Mr. Robert Riparip*, AMSTA-RM-X, DSN 786-8264, riparipr@cc.tacom.army.mil

TACOM

Training Videos

TACOM-wide Television has produced several videos for use at all three TACOM sites. Examples include Native American Heritage, Army Ideas for Excellence Program, CPAC/CPOC Orientation, Property Accountability, etc. These programs are beneficial because they present relevant information such as policies and procedures and can be used as a training tool. Implementation costs include duplication of videotapes, and mailing costs.

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TACOM-ACALA

Lowering of Maintenance Levels

Lowering of maintenance levels is the re-analysis of maintenance repair levels to determine if a lower echelon level of maintenance can perform the maintenance task to the same quality standard as the higher echelon. The greatest benefit is realized by dropping from depot to DS/GS, due to the differences in wage grade. Annual savings to date \$3,100K. Two programs are affected. Only associated costs are involved for implementing this practice. Down side risk would be the possibility of lowering the maintenance level on an item that should not have been lowered with the resulting field problems. Taking work away from the depots and the lack of depot test equipment at DS/GS are barriers to implementation. POC: *Mr. John Barton*, DSN 793-4747, jbarton@ria-emh1.army.mil and *Mr. John Swarney*, DSN 793-2582, jswarney@ria-emh1.army.mil

TACOM-ACALA

Modification of Obsolete Parts

This best practice involves modification; modernization and reworking of parts that have been classified as obsolete into current usable parts. Generally, a contract is required with a government agency or a contractor willing to make these modifications. Savings to date \$1,764K, one timesaving. Three (3) programs are affected. Only associated cost are involved for implementing this practice. The contractual cost will vary upon application and, as such, an economic analysis should be performed for each application. Ensuring that the obsolete parts are modifiable to current design is a down side risk. Ensuring item managers that the modified parts are usable can be a significant barrier to success. POC: *Mr. Daryl Blackburn*, DSN 793-4448, lsll@ria-emh1.army.mil, *Mr. Dennis Stoner*, DSN 793-4394, dston@ria-emh1.army.mil and *Bruce Stout*, DSN 793-0677, bstout@ria-emh1.army.mil

TACOM-ACALA

Salvage Parts from Obsolete End Items or Replaceable Units

Salvage parts from obsolete end items or replaceable units involves the removal of working parts to be reused. Structural and support types of parts removed are checked against drawings to ensure they are within tolerances. Storage vessels, electronic articles and items with moving parts are sent to depots for testing prior to restocking. Savings to date \$1,261K, one timesaving. Six programs are affected. Only associated costs are involved for implementing this practice. The depot cost for testing varies widely depending upon complexity of the item. Down side risk involve ascertaining if the depot testing procedures are adequate. A barrier to implementation is that customers are receiving used parts. POC: *Mr. Daryl Blackburn*, DSN 793-4448, lsll@ria-emh1.army.mil, *Mr. Mike Kolb*, DSN 793-5107, mkolb@ria-emh1.army.mil and *Mr. John Barton*, DSN 793-4747, jbarton@ria-emh1.army.mil

TACOM-ACALA

Use of Depot Life Cycle Economical Analysis

This type of economical analysis studies three alternatives: DoD repairs; contractor repair or; throw away rather than repair. This analysis not only recommends which alternative should be utilized, but also when each alternative should be implemented and at what level of fielded items; i.e., tells us who should perform the support, what type of support, when, where and why by economic theory. This is a new concept with one-time savings to date of \$1,900K only affecting one program. Only associated costs are involved for implementing this practice. A down side risk is that this analysis only looks at cost effectiveness. While present economic models are utilized, it is still time consuming and as such a major barrier to implementation. POC: *Mr. John Swarney*, DSN 793-2582, jswarney@ria-emh1.army.mil

TACOM-TARDEC

Fuel and Filtration/Additive Unit (FAU)

TACOM-TARDEC has developed a vital breakthrough with a fuel filtration device that will save the Armed Forces a significant amount of money and operational downtime. This is a trailer-mounted vehicle that is designed to clean and re-inhibit contaminated fuel from vehicles and small storage tanks. TANGIBLE BENEFITS: USMC Blount Island Command has used the FAU during a field exercise and saved approximately \$30,000 in fuel disposal costs and 25,000 gallons of fuel. Barriers to Success: None applicable. POC: *Mr. Michael E. Bailey*, AMSTA-TR-O, DSN 786-3970, baileym@cc.tacom.army.mil

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